

U.S. DEPARTMENT OF ENERGY

NEVADA OPERATIONS OFFICE

MANUAL

NV M 360.1A-1A

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FEDERAL EMPLOYEE TRAINING MANUAL



INITIATED BY:
Human Resources Division

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1. PURPOSE. This Manual provides DOE Nevada Operations Office (DOE/NV) policies and procedures required to supplement DOE O 360.1A, FEDERAL EMPLOYEE TRAINING, dated 9-21-99, and DOE M 360.1A-1, FEDERAL EMPLOYEE TRAINING MANUAL, dated 9-21-99. This Manual also provides direction to ensure that DOE/NV employees are qualified to perform their assigned roles and responsibilities. This Manual does not change any requirements of the DOE Order and DOE Manual, but contains administrative guidance for use at DOE/NV.
2. CANCELLATION. NV M 360.1A-1, FEDERAL EMPLOYEE TRAINING MANUAL, dated 3-7-00.
3. APPLICABILITY. This Manual applies to all DOE/NV activities and federal employees.
4. SUMMARY. This DOE/NV Manual provides detailed information relating to:
 - Chapter I, Federal Employee Training, Section 4, Training Needs Assessment;
 - Chapter I, Federal Employee Training, Section 5, Training Plans and Resources;
 - Chapter I, Federal Employee Training, Section 8, Training Requests, Approvals, and Authorizations; and
 - Chapter V, DOE/NV's Qualification Program, Sections 1 and 2, Purpose and Program Parameters.
5. RESPONSIBILITIES.

Training Official(s).

The Training Official at DOE/NV is designated as the "Training Manager." The Training Manager authorizes training requests that have been approved by either a cognizant first line supervisor or a Team Leader. This authority can also be delegated to the Federal Training and Qualification Program Specialist or to a senior federal Employee Development Specialist.

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- The Training Manager, DOE/NV, is responsible for training program management including, but not limited to, activities such as:
 - Approval of contractor training plans as delegated by the DOE/NV Contracting Officer.
 - Conduct of needs assessment and program planning.
 - Acquisition of vendor-provided training courses and programs.
 - Conduct of self-evaluations.
 - Administration of contractor oversight activities relating to training and development.
 - Development of workforce training programs.
 - Administration and oversight of DOE/NV's Education Tuition Assistance Program.
 - Customization of special training services, i.e., support to drills and exercises.
 - Administration of developmental assignments, career development programs, succession planning programs, and mentoring programs.
 - Maintenance of records.

These activities can be delegated to training personnel within the Training and Development Program.

- The DOE/NV Training Manager, and designee(s), can obligate funds necessary to pay for training and development materials through the use of the Standard Form 182, Request, Authorization, Agreement, and Certification of Training; DOE F 4200.33, Procurement Request-Authorization; or the government purchase card.

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3 (and 4)

6. REFERENCES. DOE O 360.1A, FEDERAL EMPLOYEE TRAINING, dated 9-21-99, and DOE M 360.1A-1, FEDERAL EMPLOYEE TRAINING MANUAL, dated 9-21-99.
7. CONTACT. Questions concerning this Manual should be addressed to the Director, Human Resources Division (HRD), at (702) 295-0954.



Kathleen A. Carlson
Manager

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CHAPTER I

FEDERAL EMPLOYEE TRAINING

1. INDIVIDUAL DEVELOPMENT PLANS (IDP).

- a. During the annual performance appraisal cycle, the first line supervisor shall discuss training needs relating to job requirements with each employee. These should include:
 - Training and development activities for both professional and technical qualification relevant to the type of work and associated risk,
 - Compliance and mandatory requirements to satisfy,
 - Organizational goals to meet,
 - Immediate and long range work/task requirements to meet, and
 - Developmental needs to support the employee in his/her current position.

First line supervisors must also have this discussion with new and reassigned employees within 60 days of the person joining the activity.

- b. Based on this discussion, each employee will develop an IDP that is subject to the review and approval of the first line supervisor. The first line supervisor will determine training priorities for employees as listed in paragraph 2b below. It is the responsibility of both the employee and the first line supervisor to ensure the training requirements and required readings in the IDP are met in accordance with established priorities and to the degree funding permits.

2. TRAINING RESOURCES.

- a. DOE/NV provides funding to support both job-related and mission-related training. However, the organization cannot fiscally support all the career

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developmental needs of the employees. If budgetary constraints prevent funding of developmental courses, then employees should feel a sense of responsibility to independently commit their own time and resources toward the enhancement of their education and skills.

- (1) Job-Related Training. Job-related training is directly related to an employee's present position and duties. Therefore, such training provides knowledge, skills, or reinforces abilities necessary to perform critical tasks relating to job performance.
- (2) Mission-Related Training. Mission-related training is broader in scope. It can prepare employees to assume responsibilities for strategic initiatives that fall outside of their position descriptions. Mission-related training helps "develop" individuals by making them more capable of assuming a multitude of duties that support the missions of the organization, but are not necessarily within the boundaries of their jobs. Because of equity issues and limited training funds, mission-related training must currently be secured through the DOE/NV Career Development Program.
- (3) Employees must use existing HRD procedures when requesting job- or mission-related training.

b. DOE/NV first line supervisors will prioritize and approve training requests in the following manner:

- (1) First Priority. Compliance/mandated training.
- (2) Second Priority. Qualification/certification training.
- (3) Third Priority. Job-related technical training.
- (4) Fourth Priority. Job-related professional training.
- (5) Fifth Priority. Developmental training, exclusive of the Career Development Program.

Vertical line denotes changes.

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3. TRAINING REQUESTS, APPROVALS, AND AUTHORIZATIONS.

- a. Training Approval. The approval of Training Requests, NV-78, is a first line supervisory function. However, DOE/NV has determined that cognizant supervisors may delegate such approvals to Team Leaders, as desired. Should a supervisor choose not to exercise this option, then the supervisor must inform the Director, HRD.
- b. HRD Payment Process.
 - (1) Training up to \$25,000 can be documented and authorized by HRD using a Standard Form 182, "Request, Authorization, Agreement, and Certification of Training."
 - (2) The DOE F 4200.33, Procurement Request-Authorization, is used by the Training Manager to obligate funds for training over \$25,000.
 - (3) Actual payment for the obligated services is made using the government purchase card assigned to HRD (if service does not exceed \$2,500), electronic bank transfer, or by transferring funds electronically to other governmental agencies using the On-Line Payment and Collection system.
- c. Liability for Training Not Approved and Authorized in Advance. DOE/NV's policy is that employees enrolling in, or registering for, training activities of any sort without prior required approvals and authorizations will be personally liable for tuition, travel, and other associated costs. The course may be paid for after its completion providing:
 - The course is deemed job-related.
 - The supervisor signs a training request retroactively approving the training.
 - The Training Manager authorizes the training.

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- There are sufficient funds to pay for the course.
- Proof that personal funds were expended.

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CHAPTER II

DOE/NV'S QUALIFICATION PROGRAM

1. PURPOSE. To establish a qualification process to be used by designated federal employees at DOE/NV to improve their performance when accomplishing strategic and mission goals. The program is designed to ensure that individuals are properly qualified to execute the roles and responsibilities assigned to them through their position category identified in the DOE/NV Functions, Responsibilities, and Authorities Manual (FRAM).
2. PROGRAM PARAMETERS. DOE/NV has a comprehensive Qualification Program that encompasses both technical and professional positions. The Qualification Program is subdivided into the Professional Development Program (PDP) and the Technical Capability Development Program (TCDP). The Qualification Program employs the Systems Approach to Training methodology to analyze position requirements and establish supporting training and development programs.
 - a. The PDP.
 - (1) The PDP delineates qualification requirements for positions that are supportive in nature. These positions presently address multiple areas to include: Safeguards and Security, Contracting Career Acquisition, Finance, Budget, Property, Personnel, Secretarial, and Equal Employment Opportunity. Other positions will be analyzed and qualifications developed as DOE/NV expands the PDP.
 - (2) The training and development qualifications for PDP positions are identified in documents issued by DOE Headquarters program offices or in DOE/NV Generic Development Plans.
 - (3) It is the first line supervisor's responsibility, in conjunction with the employee, to:
 - Review the respective Qualification Program and communicate it to the employee.

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- Determine training and development needs.
- Ensure that those needs are listed in the employee's IDP.

The first line supervisor is additionally responsible for tracking the employee's progress in the qualification process and ensuring that the employee meets the qualification requirements within established time frames.

- b. The TCDP. The TCDP ensures technical capability within DOE/NV through the qualification of staff members serving in technical positions. The program presently consists of three separate qualification efforts: The Senior Technical Safety Manager (STSM) Program, the Technical Qualification Program, and the Underground Testing (UGT) Program. Positions are identified for inclusion into the TCDP using criteria established under the DOE/NV TCDP.

(1) STSM Program.

The STSM Program helps to ensure the qualification of all those holding Technical Senior Manager positions at DOE/NV. These employees are assigned the direct responsibility to manage technical programs, resources, and/or provide assistance, direction, guidance, oversight, or evaluation of contractor technical activities impacting the safe operation of defense nuclear facilities. Collectively, the STSM cadre constitutes DOE/NV's "unbroken safety chain" ensuring safety of operations when conducting its missions. Employees in these positions must adhere to the requirements specified in the U.S. Department of Energy Federal Technical Capability Handbook. Specifically this means that they must:

- Possess a scientific or engineering degree with a major in an academic area that supports the functional responsibilities of the STSM position they hold; and
- Have a demonstrated capability to manage technical issues in an integrated and systematic approach at the level that the position requires; and

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- Have a thorough knowledge of safety management concepts and issues as verified through an interview by experienced supervisors or a DOE/NV designated interview board, or, the above notwithstanding; they must:
- Have a compensatory measure established whereby a fully qualified STSM is assigned by the organization to be responsible for the technical aspects of decisions under their purview.

DOE/NV utilizes the Department's STSM qualification standard. Supervisors ensure that STSMs meet the standard and maintain their competencies through continued training and experience. Furthermore, all STSMs must be interviewed to achieve full qualification.

Tracking of STSM qualification completion is formally performed by HRD, Training and Development Program. Quarterly reports on the completion status of participants are provided to the DOE/NV Leadership Team, or to the STSMs and DOE/NV Manager upon request.

(2) Technical Qualification Program.

The Technical Qualification Program helps to ensure the qualification of technical employees in positions that:

- Provide management direction, oversight, or assessment to a defense nuclear facility.
- Impact the safe operation of a defense nuclear facility.
- Impact the safe operation of an activity that presents hazards not routinely encountered by the public.

Tracking of qualification, and requalification, is formally performed by HRD, Training and Development Program. Quarterly reports on the completion status of participants are provided to the DOE/NV Leadership Team, or at any time to a requesting first line supervisor. Although the Training and Development Program formally tracks the participants'

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completion status, the first line supervisor is responsible for knowing who within the activity is in the program and what their respective completion status is for both initial qualification and for requalification. Employees in these positions, and first line supervisors with employees in these positions, must adhere to the requirements specified in the DOE/NV Technical Capability Development Program Plan, dated 12-23-98.

(3) UGT Program.

The UGT helps to ensure the qualification of employees holding positions that are critical when conducting nuclear weapons testing. These positions include:

- Test Controller
- Radiological Operations Officer
- Health Physics Advisor
- Nuclear Explosive Safety Engineer
- Containment Evaluation Panel Member
- Air Operations Officer
- Security Advisor
- Test Operations Officer

The training and development activities are specified in DOE/NV Generic Development Plans. Each first line supervisor having an employee holding one of these positions is responsible for:

- Reviewing the Generic Development Plan.
- Determining training and development needs.

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- Ensuring that those needs are listed in the employee's IDP.
- Ensuring that the employee meets the qualification requirements within established time frames.

Tracking of the employee's qualification is performed by a designated employee in the Assistant Manager for National Security (AMNS). AMNS is responsible for providing qualification completion reports to the first line supervisor of any employee in the UGT Program.

3. DOE/NV MANAGEMENT PROCESSES TRAINING.

To ensure safety, efficiency, and effectiveness of operations, DOE/NV has conducted analyses of its key work functions and integrated them into a single management system. This information was further delineated in the NV M 111.XA, FUNCTIONS, RESPONSIBILITIES, AND AUTHORITIES MANUAL. Finally, a qualification standard and training program was developed to achieve a universal workforce understanding of the management processes. The training program for all "position categories" as defined in the FRAM is comprised of a series of training modules to include:

- Course Overview
- Functions, Responsibilities, and Authorities Manual
- Safety Management Systems
- Directives Management System
- Task Planning and Change Control
- Oversight Management Systems
- Work Smart Standards
- Real Estate/Operations Permits

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- Work for Others
- Authorization and Activity Agreements for Facilities and Operations
- Lessons Learned Process
- Training and Development Process
- Employees designated as “administrative” under the DOE/NV FRAM are required to complete the following training modules:
 - Directives Management System
 - Functions, Authorities, and Responsibilities Manual
 - Oversight Management Systems
 - Training and Development Process

The first line supervisor should ensure the training is listed in the employees' IDPs and/or qualification packages and that the employee completes the training. HRD, Training and Development Program, will formally track the completion of the training and provide completion reports to the Assistant Managers. First line supervisors should also track the progress of employees who are their direct reports.